



**Washington State
Department of Transportation**

**REQUEST FOR PROPOSALS
STEEP SLOPES / MOUNTAINEERING TRAINING
RFP No. SD-0704-TP-03**

By

**Fred Atkinson, Technical and Professional Training Program Manager
Tom Seeley, Employee Safety**

PROPOSAL DUE DATE

3:00 PM, Friday, November 5, 2004

EXPECTED CONTRACT TIME PERIOD

Three Years with option to extend an additional two years

CONSULTANT ELIGIBILITY

This procurement is open to those consultants that satisfy the minimum qualifications stated herein and which are available for work in Washington State.



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REQUEST FOR PROPOSALS

October 1, 2004

1. INTRODUCTION

The Washington State Department of Transportation (WSDOT), hereafter called "DEPARTMENT," is initiating this Request for Proposals (RFP) to solicit proposals from organizations or individuals, hereafter called "CONSULTANT," interested in participating in work as listed in this RFP.

2. BACKGROUND

- 2.1. **Project Overview:** The WSDOT Safety Office has identified a need to instruct personnel who work on steep/hazardous slopes in the use of specialized fall restraint systems and techniques for which training is not currently available within the DEPARTMENT. In order to promote the safety of employees who work on steep slopes, the DEPARTMENT desires to establish training agreements with qualified consultants to develop and/or tailor and deliver **STEEP SLOPES/MOUNTAINEERING** training throughout the state.
- 2.2. **Training Programs:** The DEPARTMENT provides employee training in the following programs: Leadership and Management, Technical/Professional, Employee Development, Safety, and Information Technology. This RFP solicits proposals for the **Safety Program** only.
- 2.3. **Academic Approach:** All DEPARTMENT training programs require training courses to meet specific training needs unique to the DEPARTMENT'S mission, strategic goals, quality values, and diverse work culture. The DEPARTMENT emphasizes instruction that is of a practical hands-on nature rather than a rigid academic approach.

3. STATEMENT OF WORK

The DEPARTMENT enters into Training Agreements with qualified CONSULTANTS to perform work as listed in the categories below:

- 3.1. **Course Design/Development:** This involves accomplishing two general actions, usually in conjunction with DEPARTMENT subject matter experts and training staff, (1) Course design and development, and (2) Development of instructor and student materials.
- 3.2. **Course Delivery:** The CONSULTANT'S effort is usually limited to delivery of courses and materials already developed. The medium envisioned is instructor-

led training in a classroom setting followed by practical field exercises. The DEPARTMENT emphasizes hands-on, experiential-based, interactive instruction using an adult learning model. The techniques discussed and practiced should represent the most up to date and advanced techniques used today. The classroom and field practical exercises should focus on a high degree of safety and flexibility while accomplishing work activities. Tailoring to meet the DEPARTMENT mission, strategic goals, and participants' skill level may be required.

- 3.3. **Course Design/Development and Delivery:** The DEPARTMENT may request both Course Design/Development and Course Delivery.

3.3.1. ***This RFP includes Course Design/Development and Delivery for STEEP SLOPES / MOUNTAINEERING training as outlined in the attached Course Description (see Appendix).***

- 3.4. **Scope of Work:** The CONSULTANT shall Design/Develop and Deliver training which provides a minimum of 4 hours of classroom training and a maximum of 12 hours of hands-on steep slope fall protection/mountaineering field training; 4 hours of field training shall be conducted on a non-hazardous slope and 8 hours of field training shall be conducted at a steep slope location. Class size will be 10 to 14 trainees. The CONSULTANT's instructor(s) shall provide individualized practical training for each student and shall insure that each student uses all the equipment identified below and that each student proficiently performs various mountaineering techniques including but not limited to: knot use and tying, climbing, belaying, lowering and rappelling.

- 3.4.1. **Qualification of instructors:** The CONSULTANT shall provide, for each instructor, a written statement signed by the instructor certifying that the instructor possesses knowledge, skills, and physical capability adequate for delivery of the training, as follows:

- 3.4.1.1. The instructor must be physically fit and able to access steep terrain at extreme heights and under extremely dangerous conditions.
- 3.4.1.2. The instructor must have expert knowledge and practical (field) experience in the application of industrial (WAC 296-155, Part C-1) fall protection standards.
- 3.4.1.3. The instructor must have expert knowledge and practical (field) experience in fall protection using mountaineering guidelines and standard industry methodologies.
- 3.4.1.4. The instructor must have expert knowledge and practical (field) application of normal mountaineering techniques including, but not limited to: anchoring, rope systems (static ropes vs. non-static), knots used for mountaineering (figure of eight knot, belay loop, single and double loop knots, hitches, bends, stopper knots, etc.), top-roping and belaying, lead climbing, lowering, and rappelling.

- 3.4.1.5. The instructor shall have demonstrated knowledge/experience in industrial fall protection and off-road mountaineering procedures and be able to blend the two.
- 3.4.2. **Equipment:** The CONSULTANT shall provide all equipment and materials required for classroom and field training. Equipment shall be present, available and displayed in the classroom during classroom instruction. Trainees participating in field training session shall be provided with a full set of equipment. Provide a sufficient amount of equipment to promote efficient delivery of field training. As a minimum equipment shall include but not be limited to the following:
 - 3.4.2.1. Four (4) - Class 3 full body harness equipped with four D-rings (e.g., back, front and side D-rings) various makes and models for demonstration and to be used as part of the field training exercises.
 - 3.4.2.2. Six (6) - Ropes both static and non-static ropes, various lengths from 100' to 600'.
 - 3.4.2.3. Six (6) - Self-locking 5000 lb rated carabineers.
 - 3.4.2.4. Various types of lanyards – position fixing for fall restraint, and lanyards equipped with deceleration devices for fall arrest.
 - 3.4.2.5. Two (2) - Retractable lanyards used for fall restraint.
 - 3.4.2.6. Two (2) - Beam wraps 5000 lb rated.
 - 3.4.2.7. Two (2) - Rope “grabs” for cables and static lines.
 - 3.4.2.8. Various camming devices.
 - 3.4.2.9. Two (2) sets - Self-locking rope ascenders/descenders.
 - 3.4.2.10. Two (2) each - Belaying equipment including figure 8's, and ATC's.
 - 3.4.2.11. Various single and double pulleys, accessory cords and webbing.
 - 3.4.2.12. Four (4) sets - Head protection and gloves
 - 3.4.2.13. First-aid kit/equipment.
 - 3.4.2.14. Other miscellaneous equipment essential for safe work operations when conducting fall protection and mountaineering work activates.

4. **PROPOSAL REQUIREMENTS**

Proposals in response to this RFP must contain the following:

4.1. **General Requirements**

- 4.1.1. **Licensing:** The CONSULTANT must be licensed to do business in the state of Washington. For information about licensing or exceptions, call the Washington State Department of Licensing at (360) 664-1400, or the Washington State Department of Revenue at 1-800-647-7706.
- 4.1.2. **Personnel:**
 - 4.1.2.1. Submit a description of the CONSULTANT'S firm and any expected subcontractor(s) who might be involved, including a general overview of the firm and resumes of lead personnel.

- 4.1.2.2. Submit a signed statement, by each instructor, certifying that the instructor is qualified to deliver the training (see 3.4.1 above).
- 4.1.3. **Approach and Understanding of Requirements:**
 - 4.1.3.1. Submit a description of how the CONSULTANT will accomplish the development and/or delivery outlined in this RFP. This should include a statement of approach to the project, staffing procedures, and identification of course goals, course objectives and course content. (See examples of the Detailed Course Outline and Macro Overview.) The training sequence should include a morning classroom presentation followed by an afternoon and all day outside field practical exercise at a field site to be determined by the DEPARTMENT.
 - 4.1.3.2. Submit a list of equipment to be provided for field training (see 3.4.2) including quantities to be provided and a statement signed by the CONSULTANT certifying that the CONSULTANT currently owns or will obtain all the listed equipment.
- 4.1.4. **Previous Work:** Submit a sample of previous work or cite examples showing a product representative of the CONSULTANT'S expertise in the area of interest.
- 4.1.5. **Cost Proposal:** Submit cost proposals using the applicable attached cost sheets.
- 4.1.6. **MWBE (Minority and Women's Business Enterprises) Requirement:** Complete and submit a Training Services Consultant Information Sheet, which indicates MWBE status. See attached form.
- 4.1.7. **Training Evaluation:** Submit an explanation of how learning will be measured, i.e., verbal quiz, written test, performance test, or other learning measurement method.
- 4.2. **Products submitted for each course with this RFP:**
 - 4.2.1. Course Description (copies provided and attached)
 - 4.2.2. MACRO overview (example of suggested format attached)
 - 4.2.3. Detailed Course Outline (example of suggested format attached)
- 4.3. **Products to be delivered after award of Training Agreement:**
 - 4.3.1. Instructor Packet for each course delivery to include:
MACRO overview, course lesson plan, list of audio/visual aids, i.e., charts, graphs, maps, devices, equipment, video, books, illustrations.
 - 4.3.2. Student Materials Packet for each course delivery to include:
Student notebooks/workbooks, case studies and practical exercises, handouts and reference materials, student examination/test materials, and other materials as needed to provide quality instruction and learning.

5. POLICIES AND CONDITIONS

- 5.1. **Proposals:** Proposals and associated materials submitted by prospective

CONSULTANTS will not be returned. Submission of materials for the RFP does not provide ownership to the DEPARTMENT unless ownership is established through purchase or other applicable arrangements.

- 5.2. **Proprietary:** If the CONSULTANT considers any of the information contained in the proposal as proprietary, the portion(s) considered proprietary must be clearly designated. Marking of the entire proposal as proprietary will not be accepted. The MACRO Overview and Detailed Course Outlines cannot be marked as proprietary items.
- 5.3. **Evaluation:** Proposals will be evaluated by a DEPARTMENT Selection Board convened within thirty days after the closing date for submittal.
- 5.4. **Minority and Women Business Enterprises:** The DEPARTMENT encourages Minority and women-owned organizations and enterprises to respond. For information regarding MWBE certification, call (360) 753-9693, or write to OMWBE, 406 South Water, Post Office Box 41160, Olympia, Washington 98504-1160.
- 5.5. **Washington State Affirmative Action:** Training Agreements will be awarded and administered in full compliance with Washington State Affirmative Action laws and policies.
- 5.6. **Independent Consultants:** Individuals employed by Training Agreements will function as independent CONSULTANTS, not as agents or employees of the DEPARTMENT or the State of Washington.
- 5.7. **Consultant Availability:** CONSULTANTS must make themselves available, at no additional cost, for reasonable planning, coordination, and consultation with the DEPARTMENT'S staff during the life of the Training Agreement.
- 5.8. **Task Assignment:** CONSULTANTS will be authorized to perform work by Task Assignment. This is a document that specifies what task or work will be done providing specific dates, times, locations and cost. The task assignment must be signed by the CONSULTANT and the authorized representative of the DEPARTMENT prior to the performance of any task or work.
- 5.9. **Payment of Fees:** Fees for Training Agreement performance will be paid for each session actually delivered on a session-by-session basis. Fees will be based on the CONSULTANT'S approved cost proposal for work and will be paid on a Task Assignment basis.
- 5.10. **Partial Payments:** Partial payments for Task Assignments may be negotiated between the CONSULTANT and the DEPARTMENT.
- 5.11. **Travel and Per Diem:** All travel and per diem will be the responsibility of the

CONSULTANT and should be considered when preparing cost proposals. No separate allowances or fees will be paid for travel or per diem.

- 5.12. **What the Department Provides:** For the performance of sessions the DEPARTMENT will provide the following, as appropriate: room or facility, attendance rosters and evaluation forms, and audio-visual equipment arranged for in advance, which may include: flip charts and stands, overhead projectors, and marker boards. Other audio-visual equipment may be provided upon request, if reasonably available to the DEPARTMENT.
- 5.13. **What the Consultant Provides:** CONSULTANT'S will provide materials and equipment as indicated in paragraphs 3, Statement of Work; and paragraphs 4, *Proposal Requirements*.
- 5.14. **Period of Contracts:** Training Agreements will be awarded for a three year period. The DEPARTMENT reserves the right to extend the contract for an additional two year period at the same costs.
- 5.15. **Contract Direction and Administration Responsibilities:** A DEPARTMENT Staff Development Program Manager will be responsible for providing general direction and administration throughout the life of an awarded Training Agreement. The responsible manager will be the final authority for decisions pertaining to the Training Agreement.
- 5.16. **Copyright Privileges:** All copyright privileges for any material developed to satisfy the terms of the Training Agreement resulting from this RFP process are to remain the property of the DEPARTMENT. Exceptions to this policy must be agreed upon by the DEPARTMENT and specified in writing in the Training Agreement.
- 5.17. **Property of the Department:** All DEPARTMENT written materials that are required by the CONSULTANT for session implementation will be made available by the DEPARTMENT upon request. These items remain the property of the DEPARTMENT and are to be returned to the DEPARTMENT upon request.
- 5.18. **ADA:** The DEPARTMENT complies with the Americans with Disabilities Act (ADA). CONSULTANTS may contact the Program Manager responsible for the RFP to receive this RFP in Braille or on tape.
- 5.19. **Proposal Format:** All proposals must be on eight and one-half by eleven (8½ x 11) inch paper, and organized in binders or folders with tabs separating the major sections of the proposal.
- 5.20. **Signatures:** The Letter of Submittal and forms requiring signature must be signed and dated by a person authorized to legally bind the CONSULTANT to a

contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship.

- 5.21. **Failure to Comply:** The CONSULTANT is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.
- 5.22. **Revisions to the RFP:** The DEPARTMENT reserves the right to revise the RFP and to issue addenda to the RFP. The DEPARTMENT further reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract. In the event it becomes necessary to revise any part of the RFP, addenda will be posted, with the RFP, on the Staff Development web page (see 6.5). Monitor the web page for updates and additional information concerning the RFP. No other notification of addenda or additional information concerning the RFP will be provided.
- 5.23. **Acceptance Period:** Proposals providing less than 60 days for acceptance by the DEPARTMENT from the due date set for receipt of the proposals will be considered non-responsive and will be rejected. Proposals that do not address all areas requested by the RFP may be deemed non-responsive and may not be considered for a possible contract resulting from this RFP.
- 5.24. **Rejection of Proposals:** The DEPARTMENT reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFP. The DEPARTMENT also reserves the right at its sole discretion to waive minor administrative irregularities contained in any proposal.
- 5.25. **Most Favorable Terms:** The DEPARTMENT reserves the right to make an award without further discussion of the proposal submitted, however, the responsible RFP Program Manager may contact the CONSULTANT for clarification of a portion of the CONSULTANT'S proposal. Therefore, the proposal should be submitted initially on the most favorable terms that the CONSULTANT can propose. There will be no best and final offer process. The CONSULTANT should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the CONSULTANT'S proposal. It is understood that the proposal will become part of the official file on this matter without obligation to the DEPARTMENT.
- 5.26. **Obligation to Contract:** This RFP does not obligate the State of Washington or the DEPARTMENT to contract for service(s) specified herein.
- 5.27. **Costs to Propose:** The DEPARTMENT will not be liable for any costs incurred by the CONSULTANT in preparation of a proposal submitted in

response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

6. INSTRUCTIONS FOR SUBMITTING PROPOSALS

- 6.1. **Review Cover Letter:** The cover letter to this RFP provides the closing date and time for submitting the RFP, and it includes additional introductory and background information.
- 6.2. **Review the RFP:** Review the RFP including all appendices and examples.
- 6.3. **Determine if a Proposal is Desired:** Proposals may be submitted for part or all of the RFP, outlined in paragraph 3., Statement of Work, unless otherwise noted.
- 6.4. **Submit Five Copies of the Complete Proposal:** Ensure all applicable proposal requirements are met as stated in the RFP. If proposals are submitted for more than one course delivery or development, five copies of the RFP must be submitted separately for each.
- 6.5. **Additional Information:** For additional information or assistance, call the DEPARTMENT's Staff Development branch, Technical/Professional Training Program Manager, Fred Atkinson at (360) 705-7066 or Program Assistant, Carole Ransier at (360) 705-7062. Links to this RFP, addenda (if issued), and other information concerning the RFP will be posted on the Staff Development web page, <http://www.wsdot.wa.gov/employment/staffdev/RFP.htm> , continue to monitor the web page for updates.
- 6.6. **Identify the RFP Packet:** Proposals must be received at the address below no later than the date and time indicated on the cover letter to this RFP. Address the RFP packet as follows:

Washington State Department of Transportation
Staff Development Branch – Fred Atkinson
RFP No. SD-0704-TP-03
Transportation Building, Room 1B19
Maple Park Ave., SE
PO Box 47310
Olympia, WA 98504-7310

7. SELECTION PROCESS

- 7.1. **Selection Board:** A DEPARTMENT selection board will be convened to review all proposals submitted. The board will be convened within 30 days of the closing date for submittals. Based on the board's review, consultants will be

selected and Training Agreements will be completed and executed. At the option of the DEPARTMENT, interviews may also be required.

7.2. **Criteria for Selection:** The following criteria will be used to select proposals submitted in accordance with this RFP, as applicable:

- 7.2.1. Instructional Design: Demonstrates that a systematic process was employed by the consultant to integrate course design, instructional development, methods and media, and training evaluation.
- 7.2.2. Course Content: Completeness and quality of each proposed course for delivery and methods for achieving the behavioral objectives and the transfer of training to the work environment.
- 7.2.3. Instructional Methods and Media: The methods proposed for transferring learning, to include: relevance to work situations; variety; appropriateness to subject matter; usefulness of approach; use of interactive method and training technology.
- 7.2.4. Evaluation: The degree to which quizzes, written exams, or performance evaluations emphasize main teaching points, motivate attendees, and measure ability to accomplish behavioral objectives listed in the course description.
- 7.2.5. Capabilities: Description of the consultant's staff, their education, experience, and applicable capabilities. The consultant's experience, resources and ability to execute the contract within the specified time and manner.
- 7.2.6. Cost: Cost will be considered in view of the Department's budget and reasonable market pricing for product and services expected.
- 7.2.7. Affirmative Action: Disadvantaged business participation will be considered as discussed in paragraph 5.5 and 5.6.
- 7.2.8. Tailoring: The degree to which the training is consistent with the Department's mission, strategic goals, quality values, and diverse work culture.



**Washington State
Department of Transportation**

APPENDIX

REQUEST FOR PROPOSALS, No. SD-0704-TP-03



**Washington State
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Training Services Consultant Information Sheet

REQUEST FOR PROPOSALS, No. SD-0704-TP-03

Name of Business: _____

Business Revenue Registration Number: _____

If business is *not* incorporated, your
Social Security or Federal Identification Number: _____

Names of Consultant Instructor(s)/Facilitator(s):

Business address: _____ Telephone/Fax Numbers:

The following must be completed:

51 percent of business owned and administered by disadvantaged _____ Yes _____ No
If your answer is yes, review the following:

Is your firm registered with the Washington State Office of Minority
and Women's Business Enterprises: _____ Yes _____ No

Certification Number: _____
Assigned by the Office of Minority and Women's Business Enterprises
Attach documents showing certification to the RFP.

Is any person employed by your organization a current or former state
employee? _____ Yes _____ No

If YES, list the employee's name, agency, date last employed, position,
title, Social Security Number, and date of employment termination.

Attach resumes for each consultant instructor/facilitator to include the following:

1. Brief bio-sketch (1 paragraph)
2. Credentials, i.e., degrees received or currently working towards.
3. Similar services you have provided including organizations for which training was conducted; type training developed; and name and telephone number of all referenced clients.



Washington State Department of Transportation

Course Title: STEEP SLOPE / MOUNTAINEERING

Course Description:

This course combines training in standard OSHA/WISHA fall protection including training in basic mountaineering techniques for employees who work on steep dirt, rock, snow and ice slopes adjacent to roads and bridges as well as other land areas that require fall protection/mountaineering type of skills. Classroom and field training covers the “core” requirements for industrial fall protection (e.g., fall restraint vs. fall arrest). Classroom training is followed by practical exercises conducted outdoors.

Course Objectives:

Upon completion of this course, students will be able to:

1. Cite OSHA/WISHA “core” requirements fall protection methods.
2. Outline basic mountaineering fall protection methods and explain when to apply mountaineering methods in a work setting.
3. Distinguish between static and non-static rope systems.
4. Apply basic mountaineering techniques including: rope handling; knots, top-roping, belaying; lead climbing; lowering; and rappelling.
5. Belay fellow workers.
6. Establish anchors in non-quantifiable situations.
7. Set and evaluate the adequacy of doubling and equalizing anchors.
8. Ascend and descend vertical ropes using mechanical ascenders.
9. Apply OSHA/WISHA fall prevention methods

Recommended Personnel to Attend: Operations and Maintenance Personnel, Engineers and Technicians who work on steep/hazardous slopes.

Program: SAFETY

Hours: 16

Course Code: TBD



Washington State Department of Transportation

Course Delivery Cost Sheet

REQUEST FOR PROPOSALS, No. SD-0704-TP-03

INSTRUCTIONS: Complete one Course Delivery Cost Sheet for each course you propose in this RFP. Fill in the total cost per session for each location/area. Total cost per session should include all costs, including: per diem, travel, materials, and course delivery.

Course Title: **STEEP SLOPE / MOUNTAINEERING**

Course Code: **TBD**

Date	Location/Area	Cost Per Session
TBD	1 SEATTLE (NW Region)	\$ _____
TBD	2 WENATCHEE (NC Region)	\$ _____
TBD	3 OLYMPIA (Olympic Region)	\$ _____
TBD	4 VANCOUVER (SW Region)	\$ _____
TBD	5 YAKIMA (SC Region)	\$ _____
TBD	6 SPOKANE (Eastern Region)	\$ _____

TBD = To be determined.



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DETAILED COURSE OUTLINE *(Example of suggested format)*

COURSE TITLE: DELEGATION

I. Manager's Job and the Benefits of Delegation

A. Simultaneous goals – at times in conflict

1. Meet the needs of the Department
2. Meet the needs of personnel
 - Self/other
 - Current/preparation for future

B. Delegation is a key tool available

1. Definition: getting things done through people; trust you to do this.
2. In fact, a necessary tool for survival (manager and organization)
3. Simultaneously meets both goals of manager (organizational and personnel)

C. Benefits of Delegation

1. For Organizational and Delegator
 - Meets operational demand
 - Extends results from what a person can do to what that person can control
 - Releases time for other activities
 - Develops staff (team) initiative, skills, knowledge and competence
 - Develops involvement, morale
 - Maintains/establishes appropriate decision level
 - Optimum use of skills and personnel resources
 - Skill development
 - Faster, more accurate results
 - Builds trust in/with subordinates
 - Effective and appropriate use of authority, power and influence

2. For Delegatee

- Provides opportunity for meaningful work
- Develops skills, knowledge, involvement
- Opportunity for recognition and personal reward
- Exercise responsibility
- Create path of accomplishment for future growth
- Builds experience and competence
- Builds independence
- Builds trust in manager and organization

D. Instructor's Summary: Can see that delegation is an effective tool in "getting the job done" for both the organization and the individual; it is worthwhile, now, to summarize the needs of both the organization and the individual. We will use the information when we discuss the process and decisions involved in taking appropriate delegating actions.

1. The manager needs to know the organization and where his/her function fits.

Basic needs include:

- Identify opportunities
- Solving problems
- Generating coherent results leading to specific goals or agreed upon direction

2. The individual has personal, job related needs:

- Meaningful work
- Appropriate recognition (financial or other)
- Balance of independence and support
- Potential for growth (financial or other)

II. Delegation – Elements - Process

A. Looking for opportunities to match organization needs and personnel's needs.

1. Questions to ask in preparing for delegating:

- What do I do?
- What must I do – now? – in the future?
- What needs doing that I am not doing?
- What else do I want to do?
- What are my recurrent problems, activities?
- What are my department's needs for growth?
- What are my people's needs?
- Who is available?
- What are their skills, knowledge, and interests?

2. Why choose this/these activities to delegate?
 - Definition
 - Trust
 - Training
 - Skills
 - Time
3. Who can do this?
 - Skills, talent, experience
 - Work styles, values, personal style
 - Growth objectives, general and specific

B. Where, how to find the answers:

1. Organizational
 - Department Plan:
A tool to recognize the department
Resources of the Department
Priorities
How activities and people fit into larger organization
(Instructor will present model, participants will apply model to own situations)
 - Status Report:
A tool to implement department plan, track activities and make delegation decisions
Get perspective; recognize key factors affecting department performance
Recognize opportunities and commitments
Identify and support key decisions
2. Personnel
 - Personal Profile:
Tool to recognize individual skills, knowledge, interests, style and values:
Key tool to ensure match of organizational and personal needs.

(As with Department Plan and Status Report, Instructor will present model and participants will apply model to own situations.)

C. The Act of Delegating:

1. Arriving at specific agreements
2. Letting go
3. Appropriate support/monitoring
4. Consider specific issues, time, personnel

5. All plans must consider
 - Definition of tasks
 - Manager alone decides
 - Negotiated with delegatee (consider personal styles, needs of situation)
6. Assignment of task
 - Specific
 - Volunteers
 - Negotiations
7. Specific expectations/work plan
 - Results
 - Time
 - Support
 - Trust, experience, knowledge
 - Monitoring process and schedule
8. Delivery/presentation of results
9. Follow-up and feedback

D. Specific Plan for delegating – A proposed format

1. Data
 - Issue/activity
 - Priority/time
 - Decision level and “resident knowledge”
 - Available personnel
2. Decision
 - Who
 - Why
 - Date(s)
 - Result(s)
 - Support and follow-up

III. Barriers – Trust and Awareness

A. For Delegator:

1. Preference for operating rather than managing demand that everyone “knows all the details”
2. “I can do it better myself” attitude
3. Lack of delegating experience or success insecurity
4. Fear of being disliked
5. Refusal to take risks – to allow mistakes – lack of confidence, trust in subordinates
6. Perfectionism

7. Lack of managing skills – balancing workload ability to monitor, support lack of role models and reinforcement inconsistency in level of authority and responsibility
8. Unclear tasks
9. Lack of controls

B. For Delegatee:

1. Lack of experience
2. Lack of confidence and competence
3. Avoidance of responsibility
4. Lack of previous recognition
5. Over dependence on others
6. Immersion in trivia
7. Unclear understanding of tasks or priorities
8. Fear of recognition

C. In the Situation

1. Lack of role models
2. No room for mistakes
3. Criticality of decisions
4. Real lack of time
5. Real lack of resources
6. Confusion re: responsibility and authority

IV. Reverse Delegation: Consideration of Authority, Power and Influence

A. When:

1. Making rewards, giving recognition – to capitalize on influence, prestige
2. Leverage in communication – influence
3. Critical decision – power
4. Policy announcements – authority

B. Why:

1. Subordinate avoids risk – fear of authority, power (responsibility)
2. Subordinate afraid of criticism – disproportionate influence
3. Subordinate lacks confidence – gives up power
4. Subordinate lacks necessary information
5. Subordinate wants recognition to feel needed
6. Manager unable to say no to requests – unclear re: own power system has jealous regard for power, authority and influence

V. Personal Assessment Questions:

- A. Do you take work home regularly?
- B. Do you work longer hours than subordinates?
- C. Do you spend time doing for others what they could do for themselves?
- D. Do you handle activities or problems you had before assuming current job responsibilities?
- E. After an absence, is the in basket to full?
- F. Is there anyone trained to take your place?
- G. Have you taken a vacation recently?
- H. Are you often interrupted with questions on ongoing projects?
- I. Do you leave others alone once task is assigned?
- J. Is your department meeting its commitments relative to content and schedule?
- K. Do you feel continuous stress?
- L. Do you find yourself saying, "There must be a better way"?
- M. Are you glad this is the end of this RFP example?



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Macro Overview

(Example of suggested format)

Course Title: Delegation

Summary Outline See attached detail	Behavioral Objectives	Instructional Methodology	Time Est. Hrs.
I. Manager's Job: benefits of Delegating A. Dual Goals B. Tool C. Benefits D. Overview	Participants will be able to Lecture identify benefits of delegation	facilitated discussion	1 Hour
II. Elements: Process A. Preparatory questions B. Answers organization personnel C. Act of delegating delegating plan	Participants will demonstrate the skills of effective delegation by identifying the elements and process used and process used and be able to apply concepts to real situations	brainstorming lecture example facilitated discussion	3 ½ Hours
III. Barriers A. Delegator B. Delegatee C. Situation	Participants will be able to describe the barriers to effective delegation	summary by instructor	1 Hour
IV. Reverse Delegation A. Power B. Authority C. Influence	Participants will be able to apply the concepts of reverse delegation, power, authority, and influence	lecture discussion	½ Hour
V. Personal Assessment Questions	Participants will be able to examine areas for improvement in personal application for more effective delegation	questionnaire	2 Hours
TOTAL HOURS:			8 Hours